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Examining the Role Of Organization In Providing Healthy Work Life Balance And Its Impact On Psychological Outcomes

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ABSTRACT—There is a growing awareness in today's workplaces that employees do not give up their lives just because they work for an organization. Work and life remain the two most important domains in the life of an employed individual. The challenge of balancing work and non-work demands is one of today's central concerns for both individuals and organizations. The initiative made by the organisation for the healthy work life balance of employee will make the employee to concentrate and reproduce more in the work. The aim of this study is to explore the relationship between organizational work life balance initiative and the employee's healthy work-life balance. The work-life balances in the relationship between support and employee outcomes (job satisfaction, organizational commitment and turnover intention) were examined. Three hundred questionnaires were distributed to the faculty members of engineering colleges in India. After eliminating the invalid questionnaires, 241 valid questionnaires were used for further analysis. The study exhibits the significant relationship between the organizational initiative and work life balance. The study also reveals some interesting association between work life balance and organizational commitment, job satisfaction, turnover intention among faculty.

KEY WORDS: Organizational Initiative, Work life balance, Faculty, India

I INTRODUCTION

Work-life balance is an important and critical issue in the 21st century. The term work-life balance was first used in the United States in 1986 to help explain the trend of people spending more time on work-related tasks, while allocating less time to other aspects of their lives. The human resource practitioners only recently began to see WLB as a business issue that has benefits for both employees and employers (Clutter buck, 2003).work-life balance' has been widely discussed but it has not been clearly defined. There are numerous WLB definitions, with some focusing in the role of the individual in balancing work and non-work commitments and responsibilities (De Cieri et al., 2005; Smith & Gardner, 2007). Karakas and Lee, (2004) explained work life balance issues as spending good time with family members, getting free time to be able to relax for emotional wellbeing and health of family members , having good communication and support from the fellow colleagues, obtaining high quality child care and education; and being satisfied with the workload. Work-life balance is the degree to which an individual can simultaneously balance the emotional, behavioral and time demands of both paid work, family and personal duties (Hill, et al., 2001).

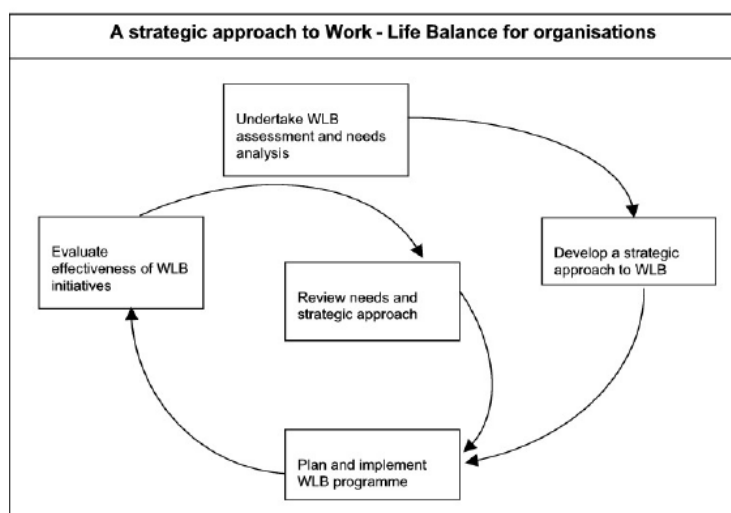
According to (Maxwell, 2005) Organizational Initiation is an important aspect in the success of employee's attaining work-life balance;

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if the culture does not support it employees will not feel comfortable utilizing the programs. Recent studies support the view that workplace cultures and initiatives which openly address and support work and family issues may result in valued organizational outcomes such as organizational commitment and lower turnover intentions (Brough, O'Driscoll, & Kalliath, 2005; Thompson, Beauvais, & Lyness, 1999). Many studies suggested that organizations could enhance productivity, reduce employees' stress level, absenteeism, annual medical expense such as health care and medical insurance by applying work-life balance policies efficiently (Smith & Gardner, 2007; Pine, 1994). So the organization should be very careful in analysing the need, implementation of policies and analyzing the feedback. The following figure represent that how the work life balance program can be implemented effectively in an organization.



II THEORETICAL FRAMEWORK

Resource Variables are the Resources that an employee may be able to access the resources in the workplace provided by the organization (organizational WLB initiative) which contribute to the situation and associated with the occurrence of mediators (work-life balance), which then contribute more or less to the appearance of criterion variables (job satisfaction, organisational commitment, turnover intention).

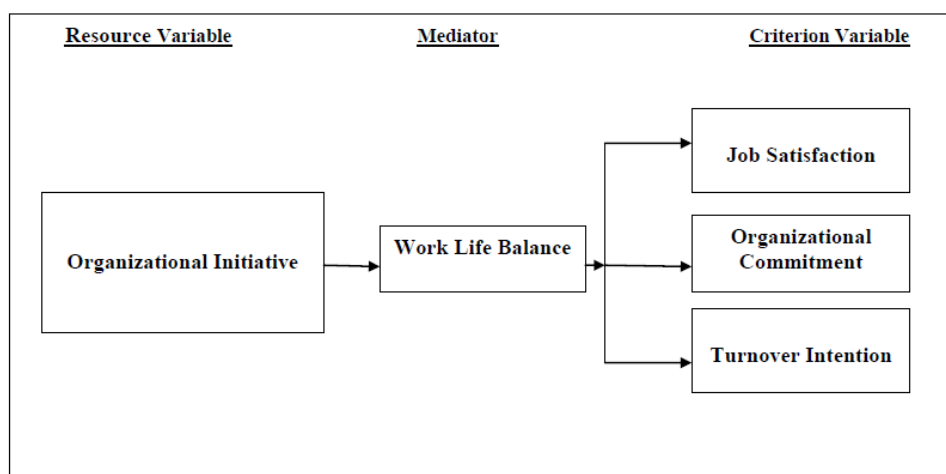


Figure 1: Theoretical Model

III REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

3.1 Organizational WLB Initiative and Work Life Balance:

Organizational culture can also create a drive for higher performance standards. Organizational culture relates “the assumptions, values, attitudes, and beliefs that are shared among significant groups within an organization” (van Beek & Gerritsen, 2010). Organizational culture gives employees identification and direction (Martel, 2002). There are many benefits associated with a strong organizational culture. They include: attract and retain star performers, guide and inspire employee decisions, provide fixed points of reference and stability, a more personal connection with employees, align employees with diverse interests around shared goals and export what the organization stands for (Rosenthan & Massarech, 2003). It has been suggested that work life balance programs cannot yield expected results unless the organizational culture supports use of work-life balance programs (Porter & Ayman, 2010). Wang (2004) suggested two main points that would encourage an organisation to adapt work-life balance policies: 1) at an organizational level, applying policies would increase productivity and earn a good business reputation; 2) at an individual level, motivation would increase employees’ organizational commitment and loyalty, and help them deal with work-life balance related needs in terms of achieving better performance at work. In sum, the awareness, availabilities and usage of the organizational WLB policy is expected to relate to a better balance between employees’ work and non-work domains. Generally, research on organizational support showed that employees believed their organization valued their contribution and cares about their wellbeing (Eisenberger, Huntington, Huchinson, & sowa, 1986). The studies suggested that an organization’s culture can inhibit the implementation, availability, and the usage of the work-life balance policy. Allen (1999) suggested that employees might face negative consequences such as being regarded as less committed to the organization if they visibly show interest in family or personal life. Thomas and Ganster (1995) found that employees whose supervisors supported their efforts to balance work and family were less likely to experience work–family conflict. Supervisor support is as important as having a supportive work-life organizational culture. Thompson et al (1999) found that perceptions of a supportive work-family culture were related to employees’ use of work-life balance policies. They also found that supervisor support was the strongest predictor of work-life balance policy use. They stated that the supervisor is a key role of influencing employee’s decisions in using the work-life balance policy because they may encourage or discourage employees from using the policy. Furthermore, they may undermine employees’ effort to achieve a better balance between two domains by reinforcing the cultural norms that go against taking advantage of those policies.

H1: Organizational Initiative Culture positively affects the Work Life Balance of the employee.

3.2 Work Life Balance and Job Satisfaction:

Job satisfaction is defined as „the extent to which people like (satisfaction) or dislike dissatisfaction) in their jobs’ (Spector, 1997). Locke and Lathan (1976) defined job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. Job satisfaction is a result of employees’ perception of how well their job provides those things that are viewed as important. Quality of work life carries different interpretations for different employees in an organization. The relationship between working time (fewer working hours) and job satisfaction is ambiguous, though job satisfaction is positively related to working time flexibility for maintaining a reasonable work-life balance. The balance work life score provides an organization with a productive and innovative employee (Greenhaus, 2003) the disparity in the work life balance tends to develop depressed and dissatisfied staff (Kofodimos, 1993). It is believed that balancing a successful career with a personal or family life can be challenging and impact on a person’s satisfaction in their work and personal life’s roles (Broers, 2005).

H2: Employee Work Life Balance positively affects the Job Satisfaction of the employee

3.3 Organizational commitment and work life balance

Organizational commitment is one of the organizational concepts that have widely been examined in administrative literature due to its importance for organizational performance and effectiveness. Organizational commitment is seen as the degree to which an employee is Loyal to their organization. It is characterized by acceptance of the organization’s values; willingness to do exert effort on behalf of the organization; and desire to remain an employee of the organization. The study by (Siegel, 2005) was based on the hypothesis that low levels of work-life conflict and high levels of procedural fairness result in employee outcome favourability - which interact to influence organisational commitment. The results found that higher levels of work-life conflict do not necessarily lead to a decreased organisational commitment and that procedural fairness is a mitigating factor. Messersmith’s (2007) article summarises the body of research on the work-life conflict experienced by IT professionals and finds that work-life conflict is negatively correlated to organisational commitment. Within the Australian construction industry a survey amongst females found that whilst career and work environment were important predictors of organisational commitment, family variables, such as number of dependent children, failed

to relate (Lingard and Lin, 2004). It should be noted that organisational commitment is a dynamic that is changing as work is no longer necessarily a major source of one's identity (Bauman, 2005:27). Guest (2002) investigates the intentions of the new generation of workers, who supposedly place greater importance on achieving a work-life balance than previous generations. He reasons that these workers are less willing to display commitment to the organisation due to the unstable employment market and trend towards high employee turnover (Guest, 2002).

H3: Employee Work Life Balance positively affects the Organizational Commitment of the employee

3.4 Turnover intention and Work Life Balance

Boyar, Maertz, Pearson and Keough (2003) found both work-to-life and life-to-work conflict positively related to turnover intentions while of the two work-to-life conflict had a stronger relationship to turnover intention. Allen and colleagues (2000) found a moderate relationship between work-life conflict and turnover intentions. Most findings have fairly consistently indicated that greater levels of work-life conflict are associated with greater intentions to leave the organization (Greenhaus, Collins, Singh, & Parasuraman, 1997; Lyness & Thompson, 1997; Netemeyer et al., 1996). Furthermore, Greenhaus and colleagues (1997) examined actual turnover and reported that increased work-life conflict was related to actual turnover behaviours.

H4: Employee Work Life Balance positively affects the Turnover Intention of the employee

IV METHODOLOGY

4.1 Research Strategy:

The academic lifestyle featured by the unique opportunities to teach, undergo research, and work in an environment devoted to discovery, learning, and sharing is the reason that many faculties pursue academic careers. But in the case of higher education in India particularly Technical education is facing the crisis; it is pulling on with half the teacher strength it requires. The country faced a shortage of more than 3, 00, 000 teachers in its institutions of higher learning. In engineering education alone, the shortage is more than 1, 50,000. Many reasons have been found out for this issue, the important among these is the poor work life balance of the faculty.

Having considered the above, the study was conducted in the Technical Educational institutions in India which comprises of Technical University, Government colleges, Government aided colleges and Private technical Institution (As agreed upon with the institutions, the names of those specific institutions are disguised). The study was conducted for the period of eight months (Sep 2013 to Feb 2014), from the total of 300 sample 241 response were considered relevant to the research. Convenient sampling technique is used for collecting data.

4.2 Measuring of Variables:

The organizational initiative instruments were measured using a 5 item scale anchored with "strongly disagree" (1) and "strongly agree" (7). Five items were selected for this research, child care information/referral service, elder information/referral service, flexitime, paid maternity leave and work/family balance training. Each item was accompanied by three following questions: (1) Does your organization provide the following Policies? (2) Is it available to you? (3) Do you use it? The scale indicated good reliability with a Cronbach's alpha of .90. The 4-item work-life balance scale developed by Brough, Timms and Bauld (2009) was used to assess employees' experience in balance between their work and non-work life. They were "I currently have a good balance between the time I spend at work and the time I have available for non-work activity", "I have difficulty balancing my work and non-work activity", "I feel that the balance between my work demands and non-work activity is currently about right" and "Overall, I believe that my work and non-work activity are balanced". Scale shows the good reliability with Cronbach's alpha .88. A five-item scale developed by Canmann, Fichman, Jenkins and Klesh (1983) was used to measure overall job satisfaction. The scale was measured on a 7-point Likert scale where (7) equalled strongly agree and (1) equalled strongly disagree. An example of an item from this scale was "I don't like my job", "Satisfied with the work". The scale indicated good reliability with a Cronbach's alpha of .84. The organizational commitment scale developed by Meyer and Allen (1997) was measured using a 5-item scale anchored with "strongly disagree" (1) and "strongly agree" (7). Sample items include: "feel good to work with this organization," "feel more loyal" "I owe a great deal to my Organization" "I would feel guilty

if I left my organization now. The scale indicated good reliability with a coronach alpha of .88. Turnover intention Developed by Colarelli (1984) was measured using 3 item scale. The items that defined Turnover Intention are “If I had my own way I will be in this job one year from now”, “I frequently think of quitting my job”, “I am planning to search for a new job in the next six months”. Scale shows the good reliability with coronach alpha .82

V ANALYSIS

The demographical representation of faculty has been provided in Table 1. Men were overrepresented, making up 51% of the sample, women with 48%. 69% of the despondence were married, 31% of them were unmarried. As per the guidelines of All India Council for Technical Education, Three levels of hierarchy is considered for the study. 50% of the sample belongs to the rank of Assistant Professor, 28% of Associate professor and 21% of professor. On Year of Experience, 40% of faculties have less than five years of experience, 18% of faculties with 5-10 years of experience, 19% of faculties with 10-15 years of experience, 13% of faculties with 15-20 years of experience, 7% of faculties with above 20 years of experience. The mean and standard deviations and correlation of the study constructs are listed in Table 2. The correlations between constructs in each hypothesis showed statistical support at the 1% significant level, Organizational initiative and employee work life balance ($r = .46$, $p < .01$), Employee work life balance and job satisfaction ($r = .45$, $p < .01$), Employee work life balance and organisational commitment ($r = .47$, $p < .01$), Employee work life balance and Turn over intention ($r = .21$, $p < .01$).

Measurement model developed by (HU & Bentler, 1998, 1999) is used to find the overall a high degree of good fit to the data, $\chi^2 = 428.39$, $df = 216$, $\chi^2 / df = 1.52$, RMSEA = .044, Comparative fit index (CFI) = .92 and normed-fit index (NFI) = .81. As shown in figure 3 all measurement items significantly loaded on their corresponding constructs at the alpha level of .001. Cronbach alpha value of each measurement scale surpassed the minimum requirement of .70.

The relationships between variables in the proposed model were tested by using a structural equation model. Results of maximum likelihood estimation provided an adequate fit to the data, $\chi^2 = 430.12$, $df = 239$, $\chi^2 / df = 1.92$, RMSEA = .064, CFI = .93 and NFI = .86. The hypothesis testing results are summarized in Table 3. Hypothesis H1 exhibits that the organisational initiative culture of academic institution has a positive influence on faculties work life balance ($t = 3.39$, $p < .05$); thus H1 is supported. Hypothesis H2 coined that faculty work life balance has a positive influence on job satisfaction ($t = 6.43$, $p < .01$); hence H2 is supported. Hypothesis H3 hypothesized a relationship between employee work life balance and organisational commitment ($t = 1.69$, $p < .05$); Thus H3 is supported. Hypothesis H4 predicted that faculty work life balances has positive effect on employee turnover intention. This prediction was Not supported ($t = -1.17$, $p < .05$); hence, H4 is not supported.

Demographical factors	Number of Respondence	Percentage of Respondence
Gender		
Male	124	51.45%
Female	117	48.54%
Marital Status		
Married	168	69.70%
Unmarried	73	30.29%
Rank		
Assistant Professor	121	50.21%
Associate Professor	68	28.22%
Professor	52	21.57%
Year of Experience		
Below 5 years	97	40.24%
5-10 years	48	19.92%
10-15 years	45	18.67%
15-20 years	32	13.28%
Above 20 years	19	7.88%

Table 1: Gender, Marital Status, Rank, Year of Experience Distribution

Variables	Mean	Standard Deviation	1	2	3	4	5
Organizational Initiative	4.09	1.49	-				
Work Life Balance	4.54	.79	.46**	-			
Employee Job Satisfaction	4.62	.87	.53**	.45**	-		
Organisational Commitment	4.18	1.03	.36**	.47**	.32**	-	
Turnover Intention	4.23	1.06	.24**	.21**	.25**	.38**	-

**p<.01

Table 2: Mean, Standard Deviation and Correlation

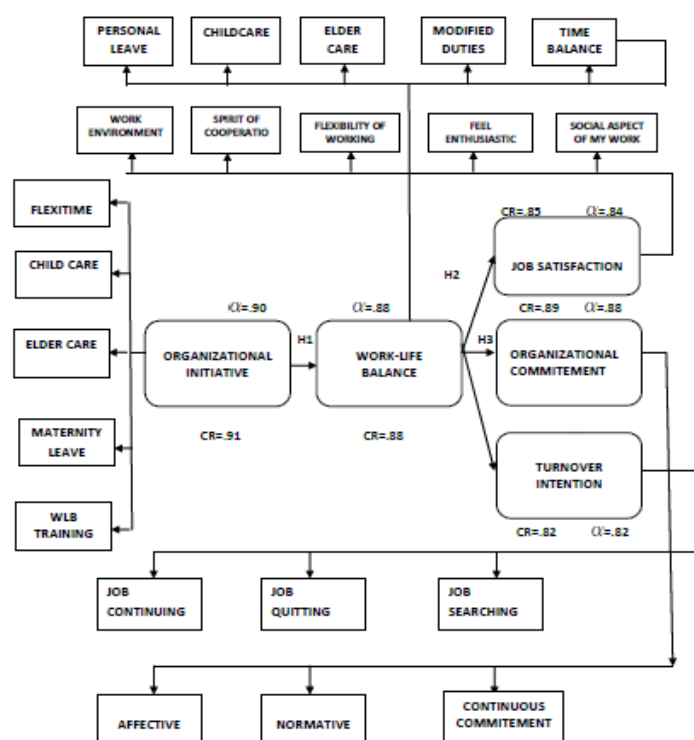


Figure 3: Measurement Model of Variables

Hypothesis	t-value	Result
H1 (Organizational Initiative Culture positively affects the Work Life Balance of the employee.)	3.39*	Supported
H2 (Employee Work Life Balance positively affects the Job Satisfaction of the employee)	6.43**	Highly Supported
H3 (Employee Work Life Balance positively affects the Organizational Commitment of the employee)	1.69***	Supported
H4 (Employee Work Life Balance positively affects the Turnover Intention of the employee)	-1.17	Not Supported

*p<.05, **p<.01, ***p<.001

Table 3: Hypothesis Testing

VI DISCUSSION AND CONCLUSION:

The present study focused on employees' work-life balance from organizational aspect. The proposed model provides an outlook for better work life balance of employees in technical institution. The present results partly supported the hypotheses in that work-life balance was found to be significantly related to organizational commitment, turnover intention and job satisfaction. This may suggest that employees who achieved a good balance between their work and life are more likely to have satisfaction, less intention to leave and will be more committed to their organization. The employees would achieve a better balance if they were aware of and took advantage of the WLB initiative offered by organization, employees would achieve better job satisfaction, be more committed to their organization, and have lower intentions to leave the job. The Present finding is similar to that of the findings by (Landauer,1997) stated that employees who are aware of or actually using the WLB policy the organization provided would have increased commitment to the organization and lower intention to leave the job. There exist several well researched barriers to implementing work life balance initiatives in organisations. The three most commonly reported are that the initiatives cost too much money to set up and implement, that it is too complicated to set systems in place for the initiatives to be used most efficiently, and that certain types of work require all employees to be in the office at once with face time being highly valued in some organisations. (Department of Labour, 2006) reported some barriers of implementing more flexible work practices for employees includes communication problems between employees and management and the difficulty of allowing flexible work approach practices because of the nature of the work taking place. There is also the fear that if initiatives are set up, employees will abuse them either through dishonesty, taking advantage of the flexible work options and/or not appreciating these benefits. More explicit barriers to employees of using flexible working practices within organisations include a failure by management to support usage of policies (Rhoades & Eisenberger, 2002), inconsistent access to initiatives for different staff members and failure to make clear the existence of such practices (Friedman & Greenhaus, 2000).

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